

Executive Review
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MEMORANDUM FOR: Deputy Director of Central Intelligence

SUBJECT : Proposal for Agency Publication for External Distribution

In endeavoring to give meaning and expression to the DCI's directive "to move out as rapidly as we can with declassifying and publishing as many things as possible", it is fundamental to pose the following questions:

1. What is the objective of this publications program?
2. What are the subjects that would serve this objective?
3. What audience or conversation partner are we trying to reach?
4. What is the appropriate vehicle or forum for this exercise in communication?

I might note that the sequence in which these questions are posed and answered is significant, and whereas the order of questions 2 and 3 might conceivably be reversed, it is not useful to begin by posing question 4. This is the point which Paul Walsh makes, in fact, in his memorandum of 3 May on the subject of monographs.

There are also limiting parameters of publication. Relatively well defined are:

1. Protection of sources and methods of intelligence; and
2. Influence and comment on foreign policy issues.

Not so well defined, but nevertheless real are:

3. Compromising the integrity of the intelligence process; and
4. Redundancy.

These two are complementary: While we should not be publishing an intelligence product, just because it is unclassified, before it has been

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furnished to and used by the consumer (principally the President and the NSC), we should also refrain from publishing material, just because it is an unclassified intelligence product, which is already available in the public marketplace. Paul Walsh in his memorandum ably addresses the point of redundancy. Indeed, I am very much in agreement with his overall argument.

A major objective of a more systematic approach to publication for external consumption may be formulated as follows: "As the nation's foremost institution of research and analysis on foreign affairs, to contribute to the mainstream of knowledge that portion of our work-product which we are not debarred from publishing by valid legal and professional considerations (since first and foremost we are the nation's Central Intelligence Agency); and to do it in such a way as to demonstrate the analytical and scholarly quality of the intelligence process and of its product".

The appropriate subjects of such publications, as already indicated in the above formulation, would be the unclassified products of research and analysis entirely derived from the statutory mission of the Agency. Our audience are serious students of international relations (and related fields), be they scholars, journalists, or informed laymen.

To achieve our purpose, I should like to revive my proposal for a scholarly periodical (quarterly or semi-annual) to be published by the Central Intelligence Agency. The periodical would carry not only Agency official reports but also non-official writings by Agency employees, the former clearly reflecting institutional views, the latter specifically tagged as "not necessarily representing the position of the Central Intelligence Agency or of the United States Government" (or words to that effect).

Such a journal would appropriately reflect the academic ambience and scholarly approach of the analytical side of the profession of intelligence. Consistent with that purpose, inclusion of non-official writings is intended to demonstrate breadth of interest, individual initiative, and independence of thought -- in a way that would constructively reduce the ever-present hazards of creating a perception of internal controversy. Moreover, the journal as proposed would be demonstrably consistent with the dominant principle that must guide our publication activities -- the material published is derived directly from the primary mission of the Central Intelligence Agency, i.e., it is not more or less artificially

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generated for publication for reasons which are (or may be perceived to be) a confusion between the responsible desire to contribute to knowledge (or at least understanding) and the more questionable need to conduct publicity programs. Accordingly, the quality of material (official and non-official) will correspond to the standards set by the Agency for all of its intelligence products.

The journal would require excellent editorial direction, and indeed, the position of the editor-in-chief might well be more than a part-time job. In my view, the aims and function of the journal, as stated, would justify such a position. For the editorial board, I would draw on the composition and experience of our existing Publications Review Board (this is, incidentally, one way in which I would like to redirect the Board's competence to a more active role in guiding our unclassified publications activities).

The journal must be well designed and be of high graphic as well as editorial quality. It should be sold (probably through the Superintendent of Documents) to offset costs of production. There will be no need to provide honorariums to the non-official contributors, and, of course, the question of payment for officially sponsored items does not arise.

The existence of this journal would not of itself prevent Agency employees from seeking to publish their (non-official) writings in academic or professional periodicals. Indeed, it is to be hoped that only the best of such work would find its way into the Agency journal. The high quality and reputation of Agency analysis and of its analysts provide a guarantee of instant prestige for the journal -- an attribute, to be sure, that will not maintain itself automatically, but an attribute nevertheless that should provide adequate attraction to the Agency employee seeking publication in an appropriate forum.

I have not subjected this proposal to a critique by the DDI before this presentation. I am convinced that it represents a rational version of an Agency publishing project; I believe that the basic criteria are sound and that further discussion would lead to constructive action.

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cc: Mr. Walsh

atts: DDI memo of 3 May
my memo of 27 August to DDCI

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